1. Owner's project kickoff: the lease on page one

Appendix B and Chapters 2, 3 and 7. Before notice to proceed: the dates that move money, the budget by bucket, and a named owner for every line.

Project / building		**Notice to proceed**	
Project executive		**Reviewed on**	

Lease term	**Tranche 1**	**Tranche 2**	**Example: BC1**
Ready for service date			1 Nov 2026 / 1 Feb 2027
Capacity (kW of critical IT)			24,000 each
Rent ($ per kW per month)			140
Rent a week / a day ($ million)			0.78 / 0.11
Grace period (days)			30
Delay credit after the grace			one day of rent per day
Termination right (days late)			180
Contract substantial completion date (must sit ahead)			ahead of the lease date

Bucket	**Lines**	**$ million**	**Owner on the owner team**	**Approves draws / changes**
GMP	site, shell, electrical, mechanical, fire and low voltage, general conditions and fee			
Owner-furnished equipment	electrical and mechanical equipment on the owner's purchase orders			
Soft costs	design, commissioning, owner's costs			
Owner's contingency	reserve outside the GMP			
Total				

Item	**Owner**	**Due**	**Done: evidence / date**
Delivery model, contract forms, and who holds the design and commissioning contracts			
Approval ladder for change orders, contingency draws and schedule changes, with amounts			
Rhythm: weekly coordination, monthly cost review, monthly report to the investment committee and the lender			
Cost report format and data date agreed with the construction manager; baseline schedule and update cycle agreed			
Long-lead register, change log, contingency log and risk register opened on day one			
Safety expectations set with the construction manager's leadership before mobilization			
Commissioning plan and the five levels agreed with the commissioning agent; date operations joins and the reviews it signs			

2. Long-lead equipment register with float

Appendix B and Chapters 5, 7 and 12. Float = need-by date less the latest promised delivery, per item and per tranche. A date repeated without new evidence is not a date.

Project		**Data date**	
Supply chain manager		**Float threshold for the VP (weeks)**	

Item / tranche	Qty	Supplier / PO	Lead (wk)	Ordered	Promised	Need-by	Float (wk)	FWT date	Evidence this week	Same design elsewhere
MV switchgear, T1 (example)	4		56	Sep 2024	end Aug 2026	May 2026	-12		notice 15 Apr	T2 lineups, due June
MV switchgear, T2 (example)	4		56	Sep 2024	June 2026	end Sep 2026	16			T1 lineups

Weekly questions: did the supplier confirm the ship date in writing this week? did any submittal, approval or design change move? is the factory slot confirmed, and what sits ahead of us? has any float fallen below the threshold? could identical units elsewhere serve as a fallback? is the site ready to receive, set and protect the item? In the case, option C took tranche 2's float from 16 weeks to 4 (case 2 of this pack prices a second slip).

3. Delay valuation sheet

Chapters 7 and 12 ("build your delay valuation sheet now, before a notice arrives"). Two columns for every option: the cost to the project budget and the total cost to the developer.

Supplier notice: item and date		**Slip notified (weeks)**	
Decision date set		**Prepared by**	

Fixed values	This project	BC1 example
Rent per tranche a week / a day ($ million)		0.78 / 0.11
Extended general conditions and owner's team a week ($ million)		0.35
Grace period (days); delay credit per day beyond it		30; a day of rent
Termination threshold (days late)		180
Float of the other tranche on the same item (weeks)		16

Line	Option A	Option B	Option C	Option D
Description				
Tranche 1 weeks late				
Tranche 2 weeks late				
Direct cost: premium, acceleration, engineering				
Extended general conditions (weeks x weekly cost)				
1. Cost to the project budget				
Lost rent (weeks x weekly rent, both tranches)				
Delay credits (days beyond grace x daily rent, each tranche)				
2. Total cost to the developer				
Float consumed elsewhere, and on what				
Rank on 1 / rank on 2				

BC1 example (Chapter 12): A accept, 12 and 4 weeks, project 4.2, total 22.6; B expedite, 4 weeks, project 6.9, total 10.0; C reallocate, 2 weeks, project 1.5, total 3.1 ($ million). The book counts deferred rent as lost; case 1 of this pack restates the totals with rent deferred. Tell the tenant and the lender the month you decide, with the residual risk.

4. Owner's cost report and contingency log

Chapter 9 and the monthly cost report outline of Appendix B. Cost control is about the forecast; the type column is how you learn from the log.

Project		**Data date**	
Cost manager		**% complete (physical)**	

Budget line / bucket	Original	Approved changes	Current	Committed	Invoiced	Retainage	Forecast at completion	Variance

No.	Draw: what happened, why it fell to the owner	Type: unforeseeable / decision / risk that came true	$ million	Approved by	On the risk register before?
1	Rock in the generator yard (example)	Unforeseeable	2.6	VP construction	yes

Contingency position	This month	BC1, October 2026
Original owner's contingency		25.0
Drawn to date		10.6
Remaining (share of original)		14.4 (57.6%)
Carried for open risks		6.0
Unallocated		8.4
Forecast final cost (BAC + drawn + open risks)		551.6
Tenant-paid changes, own line and funding		4.2 (liquid cooling readiness)

5. Monthly earned value table

Chapter 10. Physical progress valued at budget prices, compared with the plan and with what it cost. Split owner-furnished equipment from the construction manager's scope.

Project		**Data date (month no.)**	
Measured by		**BAC (total less contingency)**	

Measure	Formula	Whole project	CM scope	Owner-furnished equipment	BC1, 30 April 2026
Planned value, PV	baseline curve at the data date				336.7
Physical percent complete	measured, package by package				58.5%
Earned value, EV	% complete x BAC				313.0
Actual cost, AC	cost incurred to the data date				322.0
Schedule variance, SV	EV - PV				-23.7
Cost variance, CV	EV - AC				-9.0
SPI	EV / PV				0.93
CPI	EV / AC				0.97
EAC (1): BAC / CPI	the book's method				550.4
EAC (2): AC + (BAC - EV)	remaining work at budget				544.0
EAC (3): AC + (BAC - EV) / (CPI x SPI)	cost and schedule together				567.7
VAC	BAC - EAC (1)				-15.4
TCPI on BAC	(BAC - EV) / (BAC - AC)				1.04
TCPI on the total budget	(BAC - EV) / (total - AC)				0.93
Retainage held	5% of GMP billings				8.7

Three cautions (Chapter 10): owner-furnished equipment earned on delivery moves the indices month to month; SPI is in dollars, not days, and drifts back to 1.0 near completion; the indices look backward (the 12-week switchgear notice of 15 April was in none of them). EAC (2), (3) and the TCPI on the total budget are worked in case 3 of this pack.

Item	Owner	Due	Done: evidence / date
What the indices cannot see this month (supplier notices, risks): put on page one of the report			
Formula EAC reconciled with the forecast final cost of the cost report, one sentence on the gap			

6. Change order review form

Chapter 11 and Appendix B. The schedule impact line is mandatory: "none" is an answer someone must sign.

Change event no.		**Notice received (date / form)**	
Raised by		**Amount claimed ($)**	

Description and cause	
Source (tick one)	[ ] owner change [ ] design error or omission [ ] unforeseen condition [ ] regulatory / authority [ ] tenant request [ ] none of these: inside the GMP
Already covered?	[ ] GMP scope [ ] allowance [ ] construction manager's contingency [ ] unit price [ ] no

Price check	Claimed	Checked	Basis (contract clause, unit price, independent estimate)
Labor			
Material			
Equipment			
Subcontract			
Markups and fee (as the contract sets them)			
Total			

SCHEDULE IMPACT (mandatory)	Critical path touched? [ ] yes [ ] no Float to the lease date before / after: _____ / _____ weeks Time granted: _____ days Signed (scheduler): _____
Who pays	[ ] owner's contingency [ ] construction manager's contingency [ ] tenant, under lease amendment no. _____ [ ] third party / recovery from _____
Effects	Owner-furnished equipment, warranties, commissioning scripts: _____
Approval	Authority level for the amount: _____ Approved by: _____ Date: _____ Logged in change log and contingency log the same week [ ]

BC1 examples: rock in the generator yard, unforeseen condition, $2.6 million from the owner's contingency; fire marshal's fuel system comments, authority requirement, $2.2 million; liquid cooling readiness, tenant request, $4.2 million paid by the tenant under a lease amendment priced before signature.

7. Site safety walk and the monthly safety record

Chapter 8 and Appendix B. The owner leads through expectations and presence, through the construction manager, never by directing the trades.

Date / time		**Walked with (superintendent, foreman)**	
Areas		**Owner's safety manager**	

Observed	OK	Finding	Raised to / closed by
Housekeeping, access routes and laydown clear; deliveries separated from pedestrians			
Fall protection at edges, openings and lifts			
A lift plan for every heavy piece, exclusion zones marked			
Excavations protected, with safe access			
After backfeed: energized areas controlled, lockout/tagout in use (NFPA 70E, 2024 edition); arc flash labels posted, right protective equipment worn			
Temporary power and cords in good condition; hot work permits and fire watch			
Owner-furnished equipment technicians and the commissioning agent enrolled in orientation and lockout			
Last walk's findings closed			

Indicator	This month	To date	BC1 to October 2026
Worker-hours			about 2.4 million
Recordable injuries			9
TRIR = recordables x 200,000 / hours			0.75
Near misses reported (trend)			
Pre-task plans sampled in the field / of good quality			
Open corrective actions older than two weeks			
New workers oriented / arrived			
Energized work permits requested / refused			
Craft headcount, electricians planned / actual			

8. Commissioning readiness and handover

Chapters 14 and 15 and Appendix B. A level is not finished until its evidence is signed; ready for service is a lease date, substantial completion a contract date.

Tranche / system		**Level 4 start**	
Level 5 (IST) start		**Commissioning manager**	

Item	Owner	Due	Done: evidence / date
Before level 4			
Level 1 to 3 records complete for every component under test; electrical acceptance testing to ANSI/NETA ATS done and reviewed			
Controls points verified end to end in the BMS and EPMS; level 3 deficiencies closed or accepted in writing			
Test scripts approved by the commissioning agent, engineer of record and operations; permanent power available, or a documented temporary arrangement			
Before level 5			
Every level 4 test passed; load banks, cabling and fuel on site (BC1: 48 load banks of 500 kW for 24 MW, 72 hours)			
Utility informed of the failure and transfer tests; authority inspections complete, including the fire marshal's			
Roles, stop criteria and retest procedure agreed; operations staff present and trained			
Handover and closeout			
Ready for service confirmed against the lease definition; substantial completion certified and dated			
Punch list agreed and scheduled, nothing touching the critical load; turnover package complete (as-builts, manuals, Cx records, points lists)			
Warranty register by serial number, contractor and owner-furnished, start dates and gaps (reallocated lineups follow the serial numbers)			
Lien waivers from every tier before retainage is released; GMP reconciled: allowances, contingency, shared savings			
Owner's contingency closed and final cost reported; lessons learned carried into the next building			

Warranty: asset / serial no.	Warrantor	Start (as the PO or contract says)	End	Conditions that keep it valid